6. Evaluating and Working With Project Partners

Chapter Overview

The purpose of this chapter is to help landfill owners, landfill gas (LFG) energy project developers, energy end users, and the various partners involved in an LFG energy project understand the roles each can play in contributing to a successful LFG energy project. This chapter outlines how landfill owners can find and evaluate project partners and discusses the roles of each partner during project development. It covers both projects that are "self-developed" by the landfill owner and projects that use an outside energy project developer. The chapter also discusses LFG energy project partnering from an end user's perspective, including benefits, considerations, and evaluation techniques end users will want to consider before selecting partners and entering into agreements (see Section 6.5).

6.1 Decision Time: Project Developer or Self-Develop?

Once the decision is made to initiate an LFG energy project, the next step is to determine who develops, manages, and operates the project. Two primary models can be followed in structuring the development, ownership, and operation of an LFG energy project:

- A landfill owner/operator can self-develop the project and operate the LFG energy project with landfill personnel. The landfill owner directly hires individual consultants and contractors to fulfill each role that the landfill personnel cannot perform themselves.

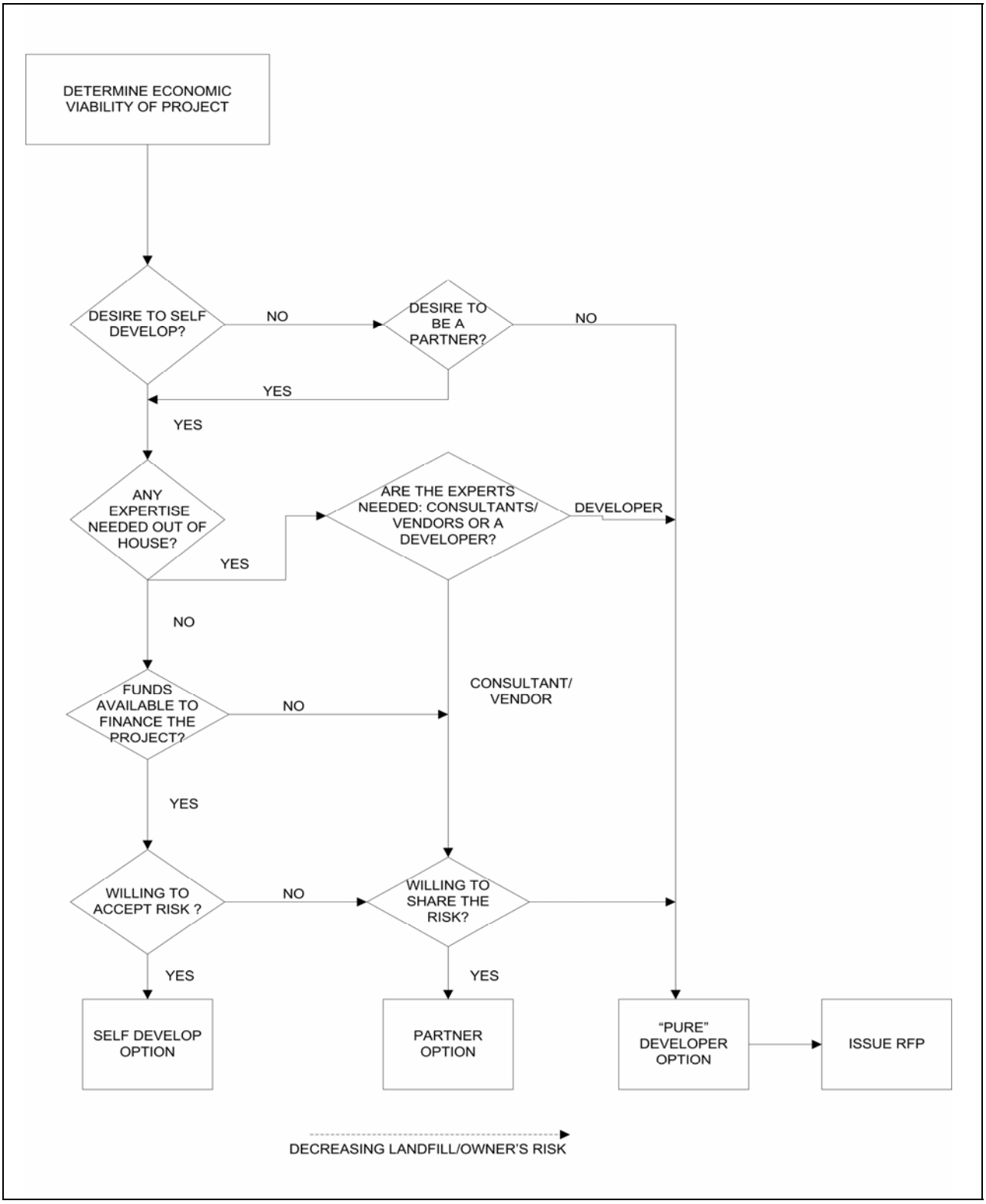
- An outside project developer can finance, construct, own, and operate the LFG energy project.

There are also hybrid approaches to developing an LFG energy project, but they all draw on the same principles presented in this chapter.

In any case, the landfill, energy end user, and LFG energy project owner will need assistance from outside partners. These partners typically are consulting engineers, lawyers, contractors, regulatory and planning agencies, community members, and financial professionals. (For a full list of Landfill Methane Outreach Program [LMOP] Partners, including these types of organizations, see the LMOP Web site). The involvement of multiple partners helps to ensure timely development of an LFG energy project that is financially feasible and benefits the environment and the local community.

Figure 6-1 illustrates a process for determining whether to self-develop or to secure an outside project developer. Before the decision is made, the landfill owner should understand the steps that are necessary to self-develop a project, as listed in Box 6-1. They should also assess their willingness and expertise to undertake the steps listed in Box 6-1, and which of these steps will require assistance from partners.

Figure 6-1. The Project Developer/Partner Selection Process



Box 6-1. Some Steps to Self-Developing an LFG Energy Project

- ***Determine LFG supply:*** If the landfill owner has not already completed this step, the first self-development step will be to determine the LFG supply using calculations, computer modeling, and/or test wells.
- ***Scope the project:*** Includes early-stage tasks such as selecting a location for the equipment, sizing the energy output to the LFG supply, contacting potential energy customers, and preliminary selection of the prime mover.
- ***Conduct feasibility analysis:*** Includes detailed technical and economic calculations to demonstrate the technical feasibility of the project and estimate project revenues, costs, internal rate of return, payback period, and other measures of economic performance.
- ***Design the plant, pipeline, or project.***
- ***Select equipment:*** Based on the results of the feasibility analysis, primary equipment is selected and vendors are contacted to assess price, performance, schedule, and guarantees.
- ***Create a financial pro forma:*** A financial pro forma updates the feasibility analysis with actual bids from vendors.
- ***Negotiate the power sales or gas sales agreement:*** The terms of the agreements must be negotiated with the purchasing electricity utility or end user.
- ***Obtain all required environmental and site permits.***
- ***Gain regulatory approval:*** Some LFG energy projects must obtain approval from state regulators or certification by the Federal Energy Regulatory Commission.
- ***Negotiate partnership agreement(s):*** If project ownership is to be shared with partners or investors, then the project will require negotiation of ownership agreements.
- ***Secure financing:*** Requires specific expertise, depending on the type of financing used.
- ***Contract with engineering, construction, and operating firms and negotiate contract terms.***

Decision Factors

In deciding whether to seek a project developer, the landfill owner should consider economics, technical expertise available to the landfill, and the level of risk the landfill is willing to accept.

Economics. Significant capital (upfront) costs are required to design, build, and operate an LFG energy project. In order to determine if the landfill owner has enough capital available, an economic feasibility study is prepared as described in Chapter 4. Results of this study are evaluated for capital needs, internal rates of return (IRR), and other financial needs. The landfill owner considers available capital and financing options (e.g., private financing or municipal bonds as described in Chapter 4) to determine if sufficient funding is available or can be obtained. If the landfill chooses to hire a developer, the developer would obtain the funding.

Expertise. To develop an LFG energy project, landfill owners will need to interact with partners who have a variety of specialized technical, financial, or legal expertise. One way to improve this interaction is to use a qualified project manager (PM). A qualified PM knows the landfill owner's operating and financial constraints, has the expertise and authority to direct work on the project, and

must be able to make a significant time commitment to managing the project for a long period (often up to two years). If a landfill owner does not have a PM on staff, then he or she should consider contracting for an outside PM or hiring a project developer to perform this task.

Landfill owners might need to seek the expertise of consultants and contractors to design, build, and/or operate these LFG energy projects, especially if they plan to self-develop. A *consultant* can give landfill owners technical assistance on the design and technical recommendations regarding state and federal regulations and operation of the wellfield and energy project. *Contractor*s can provide advice on how to build the LFG energy project, but their main responsibility is construction of the facility. After construction, a contractor, operation and maintenance (O&M) vendor, or consultant can operate the LFG energy project if the landfill owner decides not to operate the project using landfill personnel.

Risk Level. The amount of risk that the landfill owner is willing to accept is an important factor in deciding whether to self-develop the LFG energy project or seek a project developer who will assume much of the risk. Risks involved in LFG energy projects include:

- Construction
  - Cost overrun
  - Project delays
  - Failure of plant to meet performance criteria
  - Weather and seasonal implications
  - Work warrantees
- Equipment
  - Mechanical failures
  - Not meeting specifications
  - Not meeting emission requirements
  - Not configured for the corrosiveness of LFG
- Permitting
  - Excessive permit conditions/right of way
  - Public comments on draft permits
- Financial performance
  - Not having enough LFG
  - Maintenance downtime
  - Operation cost overrun
  - Project financing
  - Labor and material costs
  - Regulatory exposures

Other Reasons to Consider Using a Project Developer or to Pursue a Hybrid Option. Selecting a developer to manage, own, finance, and operate the LFG energy project reduces risks for a landfill owner. The developer also incurs the cost associated with an LFG energy project, so there is no net cost to the landfill owner. Other reasons for selecting a project developer are:

- The project developer's skills and experience may bring a project online faster.
- The developer may have numerous other LFG energy projects, which allow them the economies of scale to reduce capital and O&M costs.
- Some developers invest equity or have access to financing.
- The developer might possess a power sales agreement that was previously won and/or negotiated with a nearby electric utility.
- Bringing on a developer can simplify the project development process for the landfill owner, requiring less landfill staff time and expertise.
- In return for accepting project risks, the project developer retains ownership and control of the energy project and receives a relatively large share of the project profits. Note that developers may make decisions that tend to favor factors that increase energy revenues but not necessarily the landfill owner's priorities, such as managing LFG migration and emissions.

A turnkey project allows for a hybrid approach. With turnkey projects, the landfill owner retains energy project ownership, but the project developer assumes the responsibility for construction risk, finances, and building the facility. Once the LFG energy project is built and operating to project specifications, the developer then transfers operation of the LFG energy project to the landfill owner. In return, the landfill owner gives the project developer a smaller portion of the project proceeds, gas rights, and/or a long term O&M contract. The turnkey approach can be a "win-win" approach for both the project developer and the landfill owner since the developer retains responsibility of construction, development, and performance risk and the landfill owner assumes the financial performance risk.

Other Reasons to Consider Self-Developing a Project. On the other hand, there can be advantages to self-developing a project. For example, the landfill retains control and retains a larger share of the profits in return for accepting the risk. In addition, developing a project may be a rewarding challenge and opportunity for landfill staff, and such projects can foster good relationships with end users, other partners, and the community. Listed below are links to LMOP project profiles of successful self-developed projects:

- Prince George's County Correctional Facility
- Brown Station Road
- Jersey Shore Steel

In summary, the project developer, self-development, and hybrid approaches have all yielded successful LFG energy projects. The key is finding the approach that is best suited to the specific landfill and other participants involved in the project.

6.2 Finding and Evaluating an LFG Energy Project Developer

Finding an LFG Energy Project Developer

If the landfill owner decides to employ a developer, he or she investigates individual developers to determine which one meets their particular needs. Criteria to consider when evaluating developers' qualifications and capabilities include:

- Previous LFG energy project experience.
- A successful project track record.
- Financial offer to the landfill owner.
- Financial strength.
- In-house resources (engineering, finance, operation), including experience with environmental compliance and community issues.

Landfill owners can obtain background information on developers from annual reports, brochures, project descriptions, and discussions with references such as other landfill owners and engineers.

Another method of evaluating developers for a landfill owner is issuing a request for proposals (RFP). Although private landfill owners do not normally issue RFPs to developers, RFPs provide a competitive and fair basis of evaluation. An RFP needs to include all of the landfill owner's requirements, as well as information about the LFG resource. Landfills sometimes hire a consultant to help them develop and evaluate responses to an RFP. LMOP can provide landfill owners with example RFPs and can help distribute the RFP via LMOP's e-mail listserv.

Evaluating a Developer

After the landfill owner receives proposals from various developers, the next step is to evaluate the proposals, sometimes with the assistance of a consultant. When reviewing the proposals, landfill owners typically compare proposals or RFP responses in order to evaluate the developer's experience, technical approach, financial advantages to the landfill owner, business issues, and schedule for implementation. After evaluating the proposals, the landfill owner selects the developer that adds the most value and begins negotiations.

Various methods are available to evaluate proposals, ranging from a checklist to a ranking matrix listing the evaluation criteria with a scoring system.

Checklist. The simplest method is a checklist that lists the RFP requirements and evaluation criteria and has space to check whether or not each requirement is met. For a landfill owner who considers all RFP requirements to have equal importance, the checklist method may be sufficient.

Ranking Matrix. For a landfill owner who considers RFP requirements to vary in importance, a ranking matrix would be better to complete the evaluation. For example, if a landfill owner has failed

in previous LFG energy attempts at their facility, making sure that the developer's approach is technically sound might be the most important factor in selecting a developer. However, for another landfill owner who feels an addition to the landfill's net income is most important, the royalty paid by the developer might be the more important requirement. No two landfill owners apply the same weight to evaluation criteria. Box 6-2 presents a list of potential evaluation criteria landfill that owners use to evaluate an LFG energy project developer.

Box 6-2. Example Evaluation Criteria for Selecting an LFG Energy Project Developer

- Project cost
  - Capital costs
  - O&M costs
- Project experience
  - Plant design and construction experience
  - Experience with state regulations
  - LFG energy experience
  - References and track record
- Project approach
  - Technical approach
  - Project feasibility (likelihood of success)
  - Odor control and other environmental advantages or impacts
- Financial advantages to the landfill owner
  - Price per MMBtu for the gas
  - Up-front payments
  - Revenue sharing
  - Sharing of greenhouse gas, renewable energy, or other credits
  - Planned expenditures by the developer on the wellfield
- Business considerations
  - Developer or parent net worth
  - Developer or parent annual revenue
  - Developer-assumed LFG quality and availability risk
- Time frame to implement
  - Scheduled startup date
  - Penalties or termination issues for missing startup date

6.3 Self-Developing: Finding and Evaluating Project Partners

If a landfill owner decides to self develop, the landfill owner partners with persons or institutions that provide assistance during the development and operation stages of the LFG energy project. These can include financial partners, such as bankers and accountants; professional consultants, such as consulting engineers and lawyers; and contactors, such as equipment manufacturers and construction contactors. For this scenario, the landfill owner manages, owns, and operates the LFG energy project.

The process for contracting with a partner is the same as contracting with a developer. The landfill owner often issues an RFP to prospective partners. Each RFP is tailored to the type of partners and role the landfill needs each partner to perform in developing the energy project. The RFP includes the

equipment the partner must supply and the services and activities each partner is required to perform. The landfill owner evaluates the proposals by reviewing the submitter's project experience, project approach, and proposed cost. The specific evaluation criteria will need to be customized depending on the type of partner and the specific statement of work in the RFP, but general criteria include:

- Project cost
- Project experience
- Project approach
- Time frame to implement

Finally, the landfill owner uses the same methods described in "Evaluating a Developer" (in Section 6.2) to review the proposals and award the project to the prospective partner.

6.4 Project Interaction Among Partners

LFG energy project owners who self-develop will contract with some or all of the following types of partners during the evaluation process and during development of the LFG energy project:

- Financial partners
- Professional partners
- End users
- Contractors
- Government and community partners

They also interact with a variety of other partners including regulatory and planning agencies and community groups. Each of these partners provides financial, professional, regulatory, and contracting services to make the project successful.

Financial Partners

Financial partners are persons or institutions that assist the LFG energy project owner (either the developer or the landfill owner who self-develops a project) by loaning or providing adequate finances, preparing tax credits, and tracking finances associated with the LFG energy project. Typical financial partners are:

- Tax creditors
- Bankers
- Accountants

Table 6-1 describes how each one of these partners are involved in the LFG energy project.

Table 6-1. Financial Partners for LFG Energy Projects

Partner	Purpose
Tax creditor	Assists LFG energy project owners in applying for available tax credits, such as IRS section 45 tax credits or state or local renewable energy tax credits.
Banker/ financier	Helps developers/landfill owners fund the LFG energy project.
Accountant	Assists LFG energy project owners by tracking the finances involved in project development. Tracks revenues for both the landfill owner and developer.

Even if a landfill owner uses a developer, he or she will still need to interact with these partners. For example, the landfill owners might provide information on the quantity of LFG generated so that tax creditors can perform calculations needed to determine tax credits and bankers can determine if they will make a loan.

Professional Partners

Professional partners are persons or institutions that provide legal, marketing, or technical services to the LFG energy project owner. Typical professional partners for an LFG energy project are listed below and described in Table 6-2. Depending on the LFG energy project owner's in-house capabilities, professional partners may provide some or all of these services:

- Engineering consultants
- Legal assistance
- Communication and public relations services

Landfills that use a developer will still need to interact with the professionals listed in Table 6-2. For example, landfill owners will probably need to give the consulting engineer information on landfill design and gas collection system design, site maps and surveys, permit requirements to be sure that this information is taken into account in designing, constructing, and operating the LFG energy project. The landfill owner will also interact with lawyers to be sure their interests are protected during negotiations and contract development. Landfill personnel who operate the wellfield will need to work closely with partners who operate the LFG energy project to ensure that the required amount and quality of gas is provided to the project and that applicable air regulatory requirements are met.

Table 6-2. Professional Partners for LFG Energy Projects

Partner	Purpose
Consulting engineers	Provide technical services to the developer or landfill owner. Can help developers prepare the proposal to the landfill owner. May assist the developer or the landfill owner in designing and constructing the LFG energy project. Can help ensure that the project is in regulatory compliance.
Lawyers	Draft and review a wide range of contacts (e.g., contracts protecting the LFG energy project owner from liability, the contract between a developer and the landfill owner, contracts between the LFG energy project owner and the energy end user, contracts with other consultants or contractors). Review legal aspects of tax credits, project structures, and other legal aspects of the work.
Communication specialists/ public relations firms	Can help foster interaction with community partners, publicize the environmental benefits of the LFG energy projects, or prepare educational materials about it.

End Users

The end user is the person or institution that purchases the generated energy from the LFG energy project owner. Some end users purchase LFG (that has undergone appropriate treatment) for direct use in the boilers, heaters, kilns, furnaces, or other combustion equipment at their facilities. Others use LFG to produce electricity, as a feedstock for a chemical process, or for another beneficial use. Alternatively, instead of purchasing the LFG, the end user may purchase the electricity that the LFG energy project owner generates from the LFG.

The end user provides the LFG energy project owner with his or her fuel requirements (e.g., LFG quantity, LFG energy content, pressure, temperature) or electricity requirements, so that the LFG energy project owner can design and operate LFG energy project to meet the end user's needs. The end user will enter into a contract to purchase the LFG or electricity. A close working relationship between the landfill owner, developer (if there is one), and end user must continue after the project becomes operational to ensure project success. Section 6.5 provides further information on end-user perspectives.

Contractors

Contractors are partners whom the LFG energy project owner employs to implement specific activities such as constructing the facility, providing the equipment, or conducting regulatory compliance testing. Table 6-3 describes the responsibilities of contractors.

Table 6-3. Contractor Partners for LFG Energy Projects

Partner	Purpose
Generator manufacturers	A developer or landfill owner approaches several manufacturers to determine which type of energy generation equipment best fits the design and operating requirements of the LFG energy project. Specifications of interest to the developer include low air emissions, low cost, operation efficiency, fuel requirements, O&M requirements, and output production. As a result, generator manufacturers provide the project owner with data that show whether the equipment meets the project requirements. Based on this information, the developer selects the generator and the manufacturer provides it.
Energy generation plant operators	Developers typically employ operators who operate and maintain the LFG energy plant. As a result, they interact with both the landfill owner and developer. The plant operator usually records and provides the energy output data, air emission data, testing data and maintenance information to the project owner.
LFG treatment system manufacturers	Developers or landfill owners often need LFG treatment systems to filter, remove moisture or contaminants from, and compress the LFG. They approach manufacturers for design and product specification assistance. These manufacturers work with the developer, the consultant, the end user, and the landfill owner to design, supply, and assemble the proper equipment to treat the LFG.
Construction contractors	The developer or the landfill owner who self-develops an energy project employs the construction contractor. The contractor builds the facility. Interactions between the parties include project bidding, awarding contract, construction activities, and initial project performance period (i.e., the time during which the system is tested to determine if it meets project performance requirements).
Testing laboratories	Developers or landfill owners employ testing laboratories to perform any emissions testing required by regulations or permits to ensure that the energy generation equipment does not emit more than the allowable levels.
Wellfield operator	Landfill owners or developers often employ a wellfield operator to ensure that the landfill is in compliance with the air permit. The wellfield operator operates and maintains the gas extraction wellfield and makes tuning adjustments necessary to efficiently collect the LFG. Following each wellfield tuning event, the wellfield operator communicates the results to both the landfill owner and developer, who need this information to meet LFG energy project operation requirements and/or to comply with air permits.

The landfill owner will be closely involved with contractors even if a developer constructs, owns, and operates the energy project. For example, the construction contractor works on the landfill owner's property. Therefore, the contractor follows the landfill's rules and operational requirements. During construction, the contractor may need to interrupt daily waste placement or LFG management operations at the site; therefore, the landfill owner and contractor are in constant communication. After project startup, the landfill owner must provide the required amount of gas to the LFG energy project, and the LFG must meet quality specifications. The landfill is typically responsible for managing operation of the wellfield to deliver the gas, and must balance the wellfield to maintain both air permit requirements and LFG energy production needs. If there is temporarily not enough LFG, the landfill owner notifies the generation plant operator so that the plant operator can make the proper adjustments. The generation plant operator will also notify the landfill owner if one or all of the generators are not operating, since this usually requires the landfill owner to use a different method to control LFG emissions (e.g., with a backup flare).

Government and Community Partners

Regardless of whether the landfill owner chooses to hire a developer or to self-develop a project, the LFG energy project owners will need to work with various governmental and community partners, including regulatory and planning agencies and community organizations.

Regulatory and Planning Agencies. Regulatory partners are involved to ensure that the project complies with local, state, and federal regulations. They are often the partners that "make or break" a project. As a result, the LFG energy project owners and operators need to work closely with these partners to ensure success.

Regulatory and planning agencies provide regulatory guidance and the required permits to landfill and LFG energy project owners. When preparing applications for zoning or land use permits, air permits, and conditional use permits, LFG energy landfill owners or developers engage with regulatory and planning agency partners, such as:

- State environmental regulatory agencies
- State energy agencies, public utility commissions
- County board members
- Local solid waste planning board
- Local zoning and planning department

These partners are involved primarily during the process of siting and permitting the facility. Discussions between the LFG energy project owner and regulatory agencies should begin early in the process to ensure that LFG energy project owners understand all the environmental and land use requirements and restrictions that will apply to the project and that the regulators' concerns are satisfied. The project owner will need to provide information showing that the project will meet emission limits and other requirements, and will need to demonstrate compliance once the project becomes operational. Each state may have different regulations and procedures for these activities. Some of these regulations and procedures can be found at the following Web sites:

- LMOP State LFG Primers
- Database of State Incentives for Renewables and Energy
- Regulatory Requirements Database for Small Electric Generators

State and local agencies can also play an active role in encouraging environmentally and economically beneficial energy projects. LFG energy projects make use of a renewable energy resource, offset fossil fuel combustion, and may reduce odors and help improve local air quality. They can also create jobs and economic benefits to the community; in some cases, new businesses have located near a landfill to use the gas, providing further economic benefits. In recognition of these benefits, many states have created incentives for LFG energy and other renewable energy projects. Many state energy, environmental protection, and economic development agencies have partnered with LMOP to encourage LFG energy projects in their states. These LMOP State Partners can assist landfills and end users who want to develop projects.

Community Partners. Community partners are typically neighbors to the landfill, the general public, local businesses, and environmental and community organizations. It is important for LFG energy project owners to provide information to the community so that community partners understand how the LFG energy project might affect them, and so the LFG energy project owner understands any community concerns. LFG energy project owners can work with the community to address any concerns and to select a project that complies with community zoning and other ordinances and has environmental and economic benefits to the surrounding community. Unless there is significant opposition to the LFG energy project, community partners are mainly involved during the permitting process. When LFG energy project owners apply for the required permits (i.e., air and zoning permits), community members provide comments during a public comment period. During this public comment period, the community provides the LFG energy project owner or regulators with questions, concerns, or opposition to the proposed facility. Depending on the results of the public comment period, the permits are issued, modified, or rejected.

LFG energy project owners can work with community organizations and the media to help the public understand the benefits of an LFG energy project and to answer environmental, cost, and other questions that the community raises. LMOP provides an online Toolkit to help communicate the benefits of LFG energy and develop outreach materials. Involving community groups in LFG energy project planning can help ensure that the type of LFG energy project chosen is a good fit for their community and provides environmental and economic benefits to the community. LMOP's "Creating Green Energy in Your Community" brochure is a great tool for raising awareness and gaining support for LFG energy at the community level.

6.5 Evaluation of LFG Energy Projects and Partners — End User's Perspective

The purpose of this section is to assist potential LFG energy end users in evaluating landfills and LFG energy project owners. It includes:

- A summary of LFG energy project benefits to end users
- Issues to consider when entering agreements with landfills and LFG energy project owners
- Evaluating proposals and negotiating with landfill owners and LFG energy project owners

LFG Energy Project Benefits to End Users

LFG energy projects can provide environmental, economic, and energy benefits to end users.

Environmental benefits include the ability to meet air emission regulations and permit conditions, and a reduction in greenhouse gas emissions compared to using fossil fuels for energy. The end user may gain recognition as an environmental steward by utilizing a renewable energy resource that would otherwise be wasted.

End users can benefit from an LFG energy project economically. End users typically receive LFG at a lower cost than natural gas or other energy resources. Sometimes (depending on the project structure) end users receive IRS tax credits, greenhouse gas emission reduction credits, or

renewable energy credits. For more information, see the Corporate Users section of LMOP's Web site.

LFG end users receive also receive energy benefits. LFG is continuously generated and therefore suitable for a range of energy applications including direct use and electricity generation. Electric utilities that obtain power from LFG broaden their resource base and can use the LFG to meet Renewable Portfolio Standards (RPS) requirements or receive credits for using a renewable fuel. For more information, see the Green Power section of the LMOP Web site.

Considerations

Before entering into or during contract negotiations, end users should perform due diligence on the landfill and prospective LFG energy project owner to ensure the most beneficial outcome. The end user needs to evaluate several aspects of the project to determine financial, regulatory, and other implications. The end user typically either hires a consultant to engage in this task or self-performs the due diligence. In either case, the end user reviews the issues listed below:

- Quality and quantity of fuel
- Reliability of fuel
- Public perception
- Time to develop the LFG energy project
- Retrofits of combustion and other equipment necessary at the end user's facility
- Effect of LFG energy project on the end user's air permit
- Equipment maintenance (e.g., boilers, internal combustion engines, gas turbines)
- Landfill owner and developer financial assurances
- Contractual terms

Evaluating and Negotiating Techniques

Evaluating and Negotiating With Potential Landfill Owners/Developers. After receiving proposals from various landfills, the end user evaluates and negotiates with the LFG energy project owner. Evaluation involves comparing the results of the due diligence study to the end user's requirements (i.e., financial goals, business objectives, and project schedule). Once this step is complete, the end user begins negotiating with the landfill owner or the LFG energy project owner, as appropriate, for purchasing the LFG. These negotiations may also involve lawyers, bankers, accountants, and consultants. If the end user finds a discrepancy with the project requirements, the end user discusses each discrepancy with the landfill owner or developer. Depending on the degree of these discrepancies, the end user negotiates a different price, requires the discrepancy to be repaired, or proposes an alternative.

Evaluating Potential Partners. End users engage in partnerships with consultants, financial professionals, and lawyers. Consultants provide technical recommendations to the end user about a range of project issues including environment and regulatory compliance, economic pro forma analysis, LFG quantity and quality, energy production, and equipment operation and maintenance. Financial professionals can include bankers, tax advisors, and financial planners. They may provide

finances necessary to purchase the LFG gas, provide advice on obtaining tax credits, or assist with financial planning. In addition, they help end users obtain and receive grants, loans, and credits. Lawyers provide legal advice to the end user about LFG rights, contract agreements, and site leases.

To ensure that the LFG energy project is successful for the end user, the end user investigates potential partners for their past experience in LFG energy projects, project approach, financial proposal, and schedule and then enters into contracts with the selected partner(s). Throughout project development, the end user, landfill owner, and other partners work closely together to implement an LFG energy project that will result in environmental and economic benefits for the end user, the landfill owner, and the community.